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ABSTRACT

A description of the origin and development of the California Youth Conservation and Training and its relationship to federal legislation and actions is the focus of this report. The program, authorized by the state legislature in 1963, trained out-of-school, unemployed youth, 16-21 years old for a period of six months. Emphasis was on good habits, attitudes, basic work skills, and production of useful conservation work. The program was a joint effort of several agencies. It was placed under the jurisdiction of the Office of Economic Opportunity (OEO) in 1965 under a Job Corps classification. Still later, it was transferred to the Department of Labor. The Nixon Administration phased out Oak Glen after assessing all Job Corps programs by the following criteria: average cost per enrollee man year, average length of stay per enrollee, dropout rate, average reading and mathematical ability gain of the enrollee, and percentage of placement in jobs, school, or military service of enrollees leaving the center. The report includes: program outline; statistical data on number enrolled, enrollees' background, work distribution, graduates, nongraduates, and job placement; key elements which brought some success; and an organizational chart. (NL)

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STATE OF CALIFORNIA
THE RESOURCES AGENCY
DEPARTMENT OF CONSERVATION
DIVISION OF FORESTRY

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OAK GLEN

CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM

(November 1, 1963 - May 31, 1965)

JOB CORPS PROGRAM

(June 1, 1965 - May 13, 1969)

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OAK GLEN

THE CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM

AND

THE JOB CORPS PROGRAM

State of California
The Resources Agency
Department of Conservation
DIVISION OF FORESTRY

August 1969

PREFACE

The Oak Glen camp has been the site of several different programs and activities through the years since its construction. In recent years, two of these activities have been new in concept and quite different in operation from the regular California Division of Forestry functions. These two activities were the California Youth Conservation and Training Program and the Job Corps Program. In this report, an attempt has been made to briefly describe the background, operation, and accomplishments of those two activities.

Much material has already been written about these two programs so that most of this report is a review and summary of previous material. However, the portion of this report concerning the Job Corps has been revised and extended up to the date of the termination of the Division of Forestry's contract with the U. S. Office of Economic Opportunity.

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OAK GLEN CAMP CHRONOLOGY

1949 - Sixty-man camp constructed for California Division of Forestry - California Department of Corrections inmate conservation camp program.

1959 - Inmate population increased to 80.

1963 - Camp capacity increased to 100 and California Youth Conservation and Training Program was activated November 1.

1965 - Job Corps program at Oak Glen started June 1, under provisions of Office of Economic Opportunity Contract 244. Camp population increased to 120 and then, through construction of new barracks, to 170.

1968 - Job Corps program at Oak Glen continued under Office of Economic Opportunity Contract B99-4535 in July.

1969 - Job Corps program at Oak Glen ordered terminated by Federal Office of Economic Opportunity, as of May 30, 1969. Last Corpsmen left Oak Glen on May 13, 1969.

OAK GLEN: CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM AND JOB CORPS PROGRAM

The Oak Glen site is located in Riverside County, California, 10 miles north of the town of Beaumont and about 40 miles east of the city of Riverside. The site is in the San Bernardino National Forest at an elevation of 5,600 feet, close to the community of Oak Glen. The area is on a small wooded plateau, known as Pine Bench, and was used in the early 1900's as a picnic and camp ground by local residents.

In the 1930's, a Civilian Conservation Camp was located near here, and a 60-man adult inmate conservation camp was constructed here in 1949 by the California Division of Forestry. The camp was later increased in size to an 80-man capacity and was operated until 1963 as a part of the Division of Forestry Conservation Camp Program in cooperation with the Department of Corrections.

The State Legislature, in 1963, authorized an experimental program to be known as the California Youth Conservation and Training Program, and the Oak Glen camp was selected as the site for this new program. The object of this program was to serve as a pilot model for the operation of a program of employability development in a camp environment. Young California men, from 16 to 21 years of age, who were out of school and unemployed, were enrolled in this program for a period of six months. The enrollees attended school, did conservation work and vocationally oriented work, and received employment counseling assistance while living at the camp. This program was a joint effort of several state agencies, with operational responsibility resting with the Division of Forestry. The California Youth Conservation and Training Program was carried on at Oak Glen from November 1, 1963, to May 31, 1965.

In March of 1964, President Johnson asked Congress to pass legislation to begin a "War on Poverty". A part of this war on poverty was to be the establishment of a Job Corps for the training of young people to be employable and to be able to take a place in normal society. When the legislation was passed and information became available about the Job Corps, it became obvious that the overall objectives of the California Youth Conservation and Training Program and the Job Corps were basically the same. During the period preceding the opening of the Job Corps, Oak Glen was the focus of much attention and the object of many visits by the Federal people who were organizing the Job Corps. All aspects of the Oak Glen program were carefully studied by the visitors.

With the advent of the Federal Job Corps program, the State Legislature did not appropriate money to continue the California Youth Conservation and Training Program beyond the end of the 1964-65 fiscal year.

The future of the Oak Glen camp was uncertain during the spring of 1965 while negotiations took place between the Office of Economic Opportunity and the State over a period of several months. The result of these

negotiations was that a contract was signed between the Office of Economic Opportunity and the State of California for the operation of the Oak Glen camp as a Job Corps Conservation Center.

The contract was effective on June 1, 1965, and, on that date, the remaining enrollees in the California Youth Conservation and Training Program were signed up as Job Corpsmen, and a new episode in the history of the Oak Glen camp began.

The transition into the, then new, Job Corps program was a difficult period for the staff at Oak Glen. Even though the basic philosophies and objectives of the Job Corps and the California Youth Conservation and Training Program were the same, the different logistical and procedural aspects of the Job Corps program required considerable changes in operating procedures.

The emphasis at the start of the Job Corps program was in the educational field, as this was regarded as the key to success in employment. A large amount of educational material was obtained through the Office of Economic Opportunity, and teachers were trained in special educational methods. The teaching method primarily used was individual instruction based on "programmed" texts in basic subjects. In this manner, each student can progress at his own rate and level. During the early months of the program, many adjustments were made in the educational methods and materials used as the level and abilities of the enrollees became better known. As the educational program developed, other aspects of the program were also being changed and emphasized to meet the needs of the enrollees.

After about six to nine months of Job Corps operation, a major emphasis was made in the area of group living. This portion of the program was intended to develop the enrollees' social habits, health standards, recreational habits, and help them adjust to a work situation. A counseling program was also put into action during this period and an advisory system to establish closer relationships between enrollees and staff was also started.

As the program developed during the first year, the need for a definite vocational training system for the enrollees became evident. During the first months, vocational training had actually been "on-the-job training", without definite goals or structure. To institute structured vocational training, each Job Corps Center formed detailed vocational training plans, based on the work opportunities located at each center. Under guidelines issued by the Office of Economic Opportunity, this training system became very complicated, and, in some cases, not workable at all. The centers, therefore, modified their own vocational training plans to a workable level and attempted to carry on vocational training as well as they could. Many centers did develop good vocational programs, but they were still not formally structured with a system of goals and uniform records.

With increasing program complexity and higher goals for enrollees, the cost of the program continued to increase. This caused an emphasis on cost reduction and an increased interest in the monetary value of the

conservation work performed by the enrollees. The Job Corps began to stress conservation work, and much effort was put into plans and reports of work performed and the value of this work. Centers were required to prepare elaborate work program plans on an annual basis and report on progress quarterly. The conservation work was related to vocational training as much as possible, and served to strengthen the acceptance of the program by the various conservation agencies involved and by Congress when considering appropriations.

During 1968, the conservation work and vocational training program were combined by the Job Corps into an elaborately planned and structured "work-vocational training program". This program included the elements of planning, analysis, instruction, recording, and reporting, all on a uniform national basis. This training system was rapidly put into action by the centers, and, although it was complicated, it held much promise for overall program improvement.

During the early days of President Nixon's administration, the Job Corps was delegated to the Department of Labor and removed from the administrative control of the Office of Economic Opportunity. The Department of Labor operates a number of manpower training programs, and they regard the Job Corps as one of these programs which should be coordinated with the others as a part of the overall national job training effort. The Job Corps was analyzed in relation to the availability and design of the other training programs. The Department of Labor determined that, in their opinion, the size of the Job Corps program could be reduced considerably and, with other program availability, still take care of the training needs of the target population.

The maximum size of the national Job Corps program was reached in early 1969. At that time, the Job Corps included:

> 82 Conservation centers and 3 special centers; 6 urban (large capacity) centers for men; and 18 urban centers for women. The total enrollment at that time was 25,000 males and 10,000 females, for a total of 35,000 young people in the program.

In their evaluation of the conservation center portion of the program, the Department of Labor recommended that 50 of the 82 centers should be closed. The remaining 32 conservation centers will be used primarily for meeting the training needs of rural youth.

The method used for the selection of the centers which would be closed and those which should be kept open was worked out by the Department of Labor and the Office of Economic Opportunity. The actual process used was to rank all centers according to six factors which are important measures of a center's efficiency and effectiveness. These factors are:

1. Average cost per enrollee man year;

2. Average length of stay per enrollee;

3. "Drop out" rate in the first 30 days of enrollment at the center;

4. Average reading ability gain of the enrollee;

5. Average math ability gain of the enrollee; and

6. Percent of placement in jobs, school, or military service of enrollees leaving the center.

In the ranking of the centers, based on the above criteria, Oak Glen fell into the group selected for closure. On April 18, 1969, the State received notice from the Office of Economic Opportunity that the contract was terminated and that all Job Corps operations at Oak Glen would cease by May 30. Arrangements were rapidly made to send corpsmen to other centers, other programs, or to their homes. Fortunately, all corpsmen enrolled at Oak Glen had the opportunity to transfer to the other Job Corps Centers remaining open, and none were separated from the Job Corps nonvoluntarily. Last minute conferences and negotiations were held with Office of Economic Opportunity representatives concerning administrative details, property disposition, and arrangements for final contract billing procedures. With these details worked out, the activity at the camp centered on rapid completion of the phaseout process, and the last Job Corpsmen left Oak Glen on May 13, 1969.

THE CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM

INTRODUCTION:

This experimental program began actual operations at Oak Glen in November 1963. The capacity of the program was 100 youth and the designed program length was six months for each trainee.

The California Division of Forestry, having been charged with the administration and operation of this program, provided the trainees with a complete residential program, work training in conservation related projects, and an in-camp educational program through a contract with the Riverside County School System.

CONSERVATION WORK PROGRAM:

The main purpose of this activity was to teach the trainees good work habits and attitudes, basic work skills, and to produce useful conservation work. Each trainee received intensive training in safety practices, tool use, basic conservation work, and fire suppression. After the training period, the trainee was assigned to a project crew for continued on-the-job training. A number of in-camp assignments were also available to interested trainees. These jobs included heavy equipment, auto shop, cooking, camp maintenance, and laundry operation. In these special assignments, the trainees were exposed to the special skill areas in which they demonstrated interest and aptitude.

PROJECT ACCOMPLISHMENTS: (November 1, 1963, to May 31, 1965)

Construction of Fire Access Roads	5.1 miles
Maintenance of Fire Access Roads	71.2 miles
Firebreak Construction	4.1 miles
Firebreak Maintenance (Grubbing)	7.3 miles
Roadside Hazard Reduction (Including Burning)	23.2 miles
Cone Picking for Reforestation Work	387 sacks
Bug & Beetle Tree Treatment--San Bernardino National Forest	13 trees
San Jacinto State Park Work:	
Hiking Trail Construction	1/2 mile
Hiking Trail Maintenance	2 miles
Beetle Tree Treatment	255 trees
Check Dam Construction	4 dams
Walking Bridge	1 bridge
Tree Planting	2,000 trees
Tree Planting--San Bernardino National Forest	1,150 trees

WORK DISTRIBUTION SUMMARY: (November 1963 - May 1965)

(In six-hour man days, which excludes academic time.)

Fireline Assignments		953
Conservation Projects:		
Hazard Reduction	5,429	
Truck Trails	3,764	
Forestry Facilities	832	
Nursery, Range, Forestry Management	520	
Insect and Disease Control	461	
Total		11,006
Vocational and In-Camp Projects:		
Forestry Training	4,087	
Kitchen - Cooking	1,643	
Kitchen - KP	2,256	
Building Custodial	1,250	
Laundry Operations	949	
General Clerical	1,217	
Canteen Operations	517	
Warehouse	547	
Grounds and Gardening	1,172	
Automotive Shop	1,216	
Service Station	336	
Tool Maintenance	631	
Camp Maintenance	1,974	
Other	1,497	
Total		19,292

PROGRAM OUTLINE:

Selection and Placement

The Department of Employment provided services to trainees in the Youth Conservation and Training Program as follows:

1. The screening process, to choose young men who will derive benefits from the program.

2. Assist in evaluating skills and aptitudes of the trainees.

3. Advise and direct the youth into employment areas most suited to his abilities and potentialities.

4. Give needed aid in job placement.

5. Follow up on boy's development and progress after he has left camp.

These are important, time-consuming services which begin before the boy arrives at camp and continue long after he is gone from camp.

PROGRAM OUTLINE (Cont.)

The Trainee

The typical trainee arriving at the camp had many social problems. These problems arose because of behavior patterns which include personality disorders, low intelligence, immaturity, physical limitations, and social maladjustment.

Education

The trainees were encouraged to participate in the basic education program. As of May 31, 1965, over 96.6 percent were enrolled in the 8:00 a.m. to 10:25 a.m. classes in reading, English, history, and mathematics. An evening program of study offered special classes, as equipment and space permitted.

Tests indicated capabilities ranging from borderline to very superior; achievement levels ranged from second grade to college in reading and mathematics.

Camp Operations

Many operating problems were experienced, and, through a fine spirit of cooperation, operating procedures were developed in new situations. This occurred in the recruitment and selection process, medical and dental care at camp, payrolling needs, canteen and recreational needs--to name but a few.

A system of local publicity for the youth in his hometown was developed by taking his picture on arrival at camp and sending it to his hometown paper, with a news item.

Public information needs were met by mimeographed handouts describing the program. A documentary 16 mm. movie* was produced, showing the highlights of the program.

Recreation

Recreation was an essential element in the operation of the program. Unlike other workmen, the trainees are confined to supervision in what would otherwise be leisure time. A wide assortment of recreational activities was developed, including field trips, sports, movies, and talent shows.

Young men develop lots of energy. A good, wholesome program of recreation activities was imperative to guide the trainees in the acceptable use of their leisure time.

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* "Shoulder to Shoulder", on file in the Department of Conservation Film Library in Sacramento, California.

PROGRAM OUTLINE (Cont.)

Action By the Board of Directors*

The Board of Directors held ten meetings from September 1963 to January 19, 1965. At the initial meeting, policies governing the program were adopted. At the final meeting, January 19, 1965, the Board unanimously moved that the Youth Conservation and Training Program, during the demonstration period, had successfully met the objectives of the authorizing legislation.

STATISTICAL SUMMARY: (November 1963 - May 1965)

1. Number of trainees enrolled, terminated, and graduated, by age group:

Age	Present Enrollees (May 1965)	Terminated Enrollees	Graduates	Totals
16	13	50	18	81
17	19	51	41	111
18	17	45	38	100
19	22	32	35	89
20	14	21	20	55
21	7	9	11	27
Totals:	92	208	163	463

2. Terminations (did not complete six-month enrollment period) by reason:

Disinterested or unwilling to participate	=	40%
Too immature to function in the program	=	18%
Obtained other employment	=	9%
Dismissed	=	12%
Went into military service	=	6%
Emotional or mental instability	=	6%
Other	=	9%

* Board of Directors of the California Youth Conservation and Training Program composed of the following:
  - Director of the Department of Conservation
  - Director of the Department of the Youth Authority
  - Director of the Department of Employment
  - Director of the Department of Industrial Relations
  - Superintendent of Public Instruction

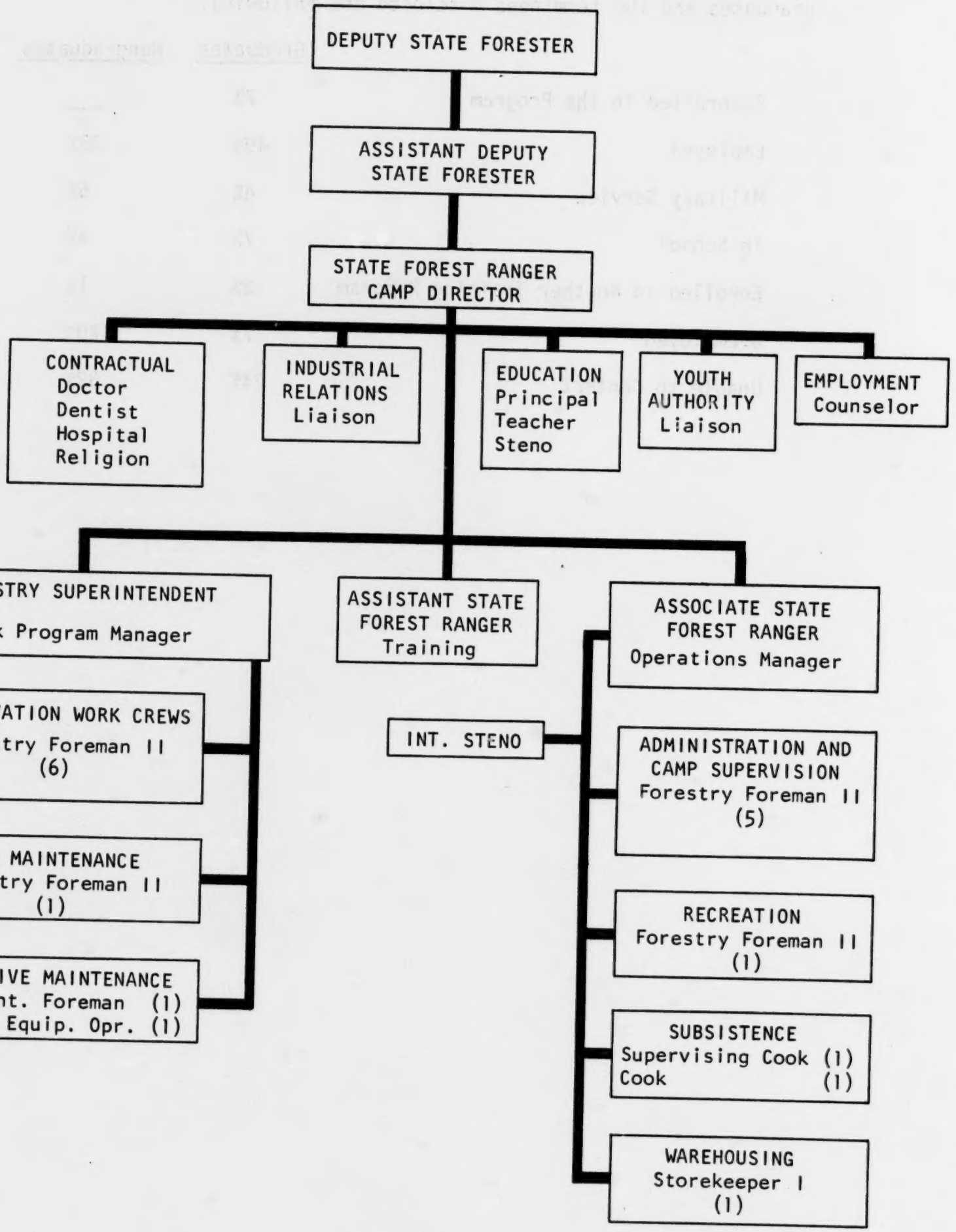
STATISTICAL SUMMARY: (Cont.)

3. Job placement followup. Information gathered from a sample of 83 graduates and 180 terminees disclosed the following:

	Graduates	Nongraduates
Reenrolled in the Program	7%	—
Employed	49%	38%
Military Service	4%	5%
In School	7%	4%
Enrolled in Another Training Program	2%	1%
Unemployed	7%	20%
Unable to Contact	24%	32%

YOUTH CONSERVATION & TRAINING PROGRAM - OAK GLEN

DIVISION OF FORESTRY
STATE OF CALIFORNIA



STAFF PERSONNEL (CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM):

The staff organization of the California Youth Conservation and Training Program was based on the functional requirements of the program. The levels of the various positions needed were established so that existing California Division of Forestry civil service classes could be used. Recruitment into the program from other Division of Forestry units was on a voluntary basis. Selection was based on the individual's ability and interest in working with youth in a new and relatively untried type of program. The basic job of all staff in the program was to motivate and train problem youth, and the desire of the staff to succeed in this difficult and often frustrating task was the key to the success of the program.

The following roster lists the names of those who occupied the staff positions at Oak Glen at various times between November 1963 and June 1965.

Classification	Names
Camp Director (State Forest Ranger I)	Robert Green
Work Program Officer (Forestry Superintendent-Conservation Camp)	Jack Couste Tom Holland
Work Crew Leader (Forestry Foreman II)	Jean Burnett Larry Mansperger
Work Crew Leader (Forestry Foreman II)	Alvin Riddle Carl Wolf
Work Crew Leader (Forestry Foreman II)	Tony Molina
Work Crew Leader (Forestry Foreman II)	Roy Brantley Irv Mills
Work Crew Leader (Forestry Foreman II)	Tony Gavorchin Paul Aliniz
Work Crew Leader (Forestry Foreman II)	John Loop
Camp Maintenance (Forestry Foreman II)	Don Streeter
Auto Maintenance Foreman	Howard Price
Heavy Equipment Operator	Gene Lincoln
Training Officer (Assistant State Forest Ranger)	Jim Gaines

STAFF PERSONNEL: (Cont.)

Classification	Names
Operations Manager (Associate State Forest Ranger)	Dick Hannum Robert Lix
Administration & Camp Operations (Forestry Foreman II)	Dick Wilkins
Administration & Camp Operations (Forestry Foreman II)	Steve Stein
Administration & Camp Operations (Forestry Foreman II)	Ed Hedding
Administration & Camp Operations (Forestry Foreman II)	Mike Wood
Administration & Camp Operations (Forestry Foreman II)	Les Kinsey
Recreation Foreman (Forestry Foreman II)	Don Ashley
Warehouseman (Storekeeper)	Jerry Weaver
Messhall Operation (Supervising Cook)	Boyd MacCallister
Messhall Operation (Cook)	Riley Hamilton Lloyd Bly
Messhall Operation (Cook)	John Ryan
Clerk	Carlene Obermeyer Margaret Olive Carlotta Daniels Cathy Gasponi
Principal Teacher	Mac McGrady
Teacher	Sam Lockney
Teacher	Jack Godda Ed Rutherford Dick Powell Mac Quates
Counselor (Department of Employment)	Eugene Grauer Charles Spencer

KEY POINTS WHICH CONTRIBUTED TO THE SUCCESS OF THE CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM:

The most significant single factor in the program's success was the "Interagency" cooperation. The close relationship and interaction between Forestry, Education and Employment demonstrated the needs for and the results of this arrangement. Examples of this harmony can be exemplified by the following:

1. Work-education schedule arrangements.
2. Vocational plans - education - work assignments.
3. Encouragement by Forestry and Employment for necessity for education.
4. Relay of achievement and guidance information to Forestry and Employment for more complete understanding of trainees.
5. Cooperation in instructional areas to avoid duplication:
   a. Physical fitness
   b. First-aid
   c. Driver's education
   d. Health-alcohol, narcotics, tobacco
   e. Vocational orientation

A second major point was the freedom to secure the necessary instructional materials to deal with the wide ranges in ability and achievement. It was a great advantage to have the complete freedom and cooperation of the camp director and the county schools in selecting equipment, supplies, textbooks, library books and teaching aids. The county schools were of immeasurable use by making available a host of professionally trained consultants who were ready for our use at any time.

This arrangement afforded a positive atmosphere in which to meet the needs and interests of these young men.

A third consideration was the good fortune in getting qualified and interested personnel for the evening schedule, as well as for the regular day program. This factor added greatly to the success of the program.

The Oak Glen type program can be of tremendous use and service to the young people of today and to society as a whole; however, the emotionally unstable and maladjusted youth need quick identification and prompt referral to a different program. Their adverse effect on the social climate reflects on the attitude of other boys, and the program is not equipped to cope with these problems.

No trainee was terminated who was genuinely interested in self-improvement and was willing to work and demonstrate his self-control and willingness to work with others. These were the very attitudes the program was trying to encourage. Those trainees who remain hostile and defiant need a different type of program to help them. Forestry camps cannot hope to be all things to all people.

Probably the greatest single operational problem dealing with the trainees was homesickness. Nine out of ten trainees experienced some degree of the psychological trauma. The majority of the drop-outs (immaturity, disinterested, etc.) were a direct result of homesickness. Its effect was sometimes like a contagious disease; one or two trainees would become homesick, which spread quickly among other new trainees, resulting in a great deal of counseling and stabilization to retain them in the program. Throughout the entire program, many different approaches were used to combat the malady. Recommendations from sociologists, psychologists, etc., aided in combatting the problem, but it was largely through the ability of individual staff involvement with the trainee that homesickness was kept at an acceptable level.

Not every enrollee could profit from the forestry training type camp. The challenge, then, was to determine those who would benefit and those who would not.

THE JOB CORPS PROGRAM

PROGRAM OBJECTIVES:

The overall objectives of the Job Corps program, as set forth in Title 1, Section 101, of the Economic Opportunity Act of 1964, are:

1. To prepare enrollees for the responsibilities of citizenship.

2. To increase the employability of enrollees, ages 16 through 21, by providing them with education, vocational training, and useful work experience, including work directed toward the conservation of natural resources. This is to produce graduates whose attitudes, academic achievements, and job skills will enable them to:

   a. Acquire and hold jobs at the entry level or above, and advance in these jobs or in related fields (e.g., able to enter apprenticeship programs, able to become a helper where this will lead to advancement, able to enter an on-the-job training program, etc.).

   b. Return to school.

   c. Enter into a Manpower Development and Training Act (MDTA) program or other vocational training program leading to employment.

   d. Enlist in the Armed Forces.

   e. Continue in a staff capacity with the Job Corps or in a community action organization.

The population toward which Job Corps directs its efforts is youth between the ages of 16 and 21 who, because of their poverty background, have failed in their efforts to cope with traditional educational and welfare institutions. These are young men and women whose educational skills border on the illiterate, barely able to read or write, add or subtract. These are youth who are frequently in chaotic rebellion against the social agencies which deal with American youth.

PROGRAM OUTLINE:

Education:

The Oak Glen Job Corps Center operated on a one-week-in-education, one-week-in-work basis for each corpsman. Basic principles of reading and mathematics were taught in a classroom setting, which was aimed at the individual pupil rather than the class as a whole. Programmed material was used to allow each youth to advance at his own pace. Learning stations

PROGRAM OUTLINE: (Cont.)

Education: (Cont.)

were utilized to insure individual study. The education curriculum included a class in "World of Work" and Employability Skills which taught techniques and attitudes necessary for gainful employment, and basic skills for specific jobs. There were also classes in Health and Hygiene, Current Events, and Citizenship. Group participation and discussion were emphasized in classes other than mathematics and reading.

The educational program at Oak Glen was recognized by the State Department of Education and all high school credits earned by the corpsmen were accepted by California high schools. Forty-seven students received their high school diplomas as a result of credits earned while at Oak Glen. Graduation occurred at the high school the corpsman attended before his enrollment in the Job Corps. In addition, 24 corpsmen received general educational development certificates (the equivalent of high school graduation) while at Oak Glen.

Work Program:

The conservation work program at Oak Glen was a contractual obligation of the California Division of Forestry. In meeting this obligation, the conservation work program was designed to provide vocational work experience for the corpsmen. The corpsmen were assigned to conservation crews of about 16 to 18 corpsmen. The corpsmen were taught good work habits while performing:

1. Pre-fire suppression projects.
2. Public recreation improvement.
3. Forest land improvement.
4. Forest fire control assignments.

The corpsmen performed these assignments under the close and constant teaching supervision of Forestry Work Foremen. Indoctrination to the work program was preceded by a two-week period of intensive training aimed at preparing each corpsman in the safe and proper ways of effectively working as a team.

On-The-Job Vocational Training:

All of the work projects, in addition to honest labor, required the use of hand tools and mechanized power equipment. The youth gained knowledge and experience in the safe use of tools and equipment. This experience was designed to assist them in making realistic plans for a future vocation. In addition to the skills that were learned on project work, there was valuable training in the work required in the operation of the camp itself. Camp maintenance involved training in the maintenance of furnaces,

PROGRAM OUTLINE: (Cont.)

On-The-Job Vocational Training: (Cont.)

heaters, stoves, electrical apparatus, plumbing, carpentry work, glazing, roofing, cement work, and painting. Further, there were the skills involved in the kitchen, food preparation, and feeding. Skills were developed in the maintenance and repair of automotive equipment, and also the actual operation of vehicles and heavy equipment. Operation of the camp laundry was learned in the operation of the center. Purchasing of materials, warehousing, and storekeeping functions directed the development of other skills useful and needed in the world of commerce. Learning-while-doing helped these youth to help themselves.

Recreation:

The program's objective was to stimulate a desire for self-improvement through individual and group effort and exposure to cultural and social activities. The recreation program included arts and crafts, movies in the center and local community, dances, live shows in the center, and trips to centers of entertainment and culture.

Physical Training:

The physical training program involved gymnastics, calisthenics, intramural sports, competitive sports, and circuit training. The program was designed to provide for the corpsmen an understanding of sportsmanship. A variety of skills necessary for personal development, through physical fitness needed to meet his future employment goals, were developed in this program area.

Residential Living:

The primary objective of residential living was to guide and assist corpsmen towards recognizing good citizenship through group living and personal contact with resident workers. This was accomplished through living and working together, allowing each individual to learn and understand self-discipline, good work habits, personal hygiene, and community relations.

JOB CORPS CENTER ADMINISTRATION:

The basic contract for the administration of Oak Glen was between the Office of Economic Opportunity and the State of California. The terms of this contract generally called for the State to operate the camp as a Job Corps Conservation Center and for reimbursement for the program expenses to be made to the State by the Office of Economic Opportunity.

The California Division of Forestry was given the job of operating the camp for the State so that the overall administrative responsibility for the program rested with the State Forester. The State Forester was

JOB CORPS CENTER ADMINISTRATION: (Cont.)

assisted in this responsibility on the statewide level by his Deputy State Forester in charge of Engineering and Camps. Operational administration on the local level was provided by the Deputy State Forester in charge of the Southern California District of the Division of Forestry, and the Center Director reported to him. The staff resources of the Division of Forestry were used in all phases of camp administration, and the center was administered under State and Division of Forestry procedures and regulations.

The Office of Economic Opportunity and Division of Forestry maintained contact between Washington, D. C., and Sacramento on overall administration and contractual relations, and the Regional Office of the Office of Economic Opportunity in San Francisco maintained contact with the Southern California District Headquarters of the Division of Forestry concerning operational matters.

On-the-ground inspection and assistance by the Office of Economic Opportunity was provided by a Job Corps District Field Supervisor, working out of the San Francisco Office of Economic Opportunity, who normally spent three days a month at the camp. The camp level administration was provided by the Center Manager and his staff of Division of Forestry line and specialist employees.

The Job Corps program itself, within the center, was conducted using Job Corps standards and policies. The Job Corpsman at Oak Glen received the same benefits and was exposed to the same program that he would have been at any other Job Corps center.

STATISTICAL SUMMARY: (June 1965 - May 1969)

Oak Glen Job Corps Conservation Center

1. Number of corpsmen enrolled, graduated, and terminated:

Time Period	No. Enrolled at Start of Period + No. Enrolled During Period	Graduates(1)	Terminations(2)	Number Enrolled at End of Period
6/1/65 to 6/30/66	255	133	37	85
7/1/66 to 6/30/67	232	129	65	123
7/1/67 to 6/30/68	427	182	216	152
7/1/68 to 4/30/69	291	220	223	-0-
Totals	1,205	664	541	

(1) The Job Corps definition of "graduation" changed during the time of the program. The graduates shown here either completed their individual training and education program or transferred to an urban Job Corps center for further training.

(2) Includes all categories of terminations before individual program completion.

2. Job placement followup:

Statistics for job placements are not available on an individual center basis. Overall figures for the Job Corps are as follows:

employed	45%
military service	10%
in school	10%
in other training programs	10%
unemployed	25%

These figures are based on sample surveys made by the Job Corps of all corpsmen leaving the program, including "drop outs" and all other categories of output. These surveys were generally made 90 days after the corpsmen had left their centers. During the last six months of the program, a concentrated effort was made by Oak Glen staff in placement followup. During that period, the placement rate for Oak Glen was 84 percent, as compared with the 75 percent rate shown above.

JOB CORPS ENROLLEES' BACKGROUND DATA:*

Some indicative statistics on the background of enrollees are as follows. The information was obtained from screening agency interviews and from initial interviews at Oak Glen.

Highest level of education completed:

From none to 7th grade:	52%
8th "	13%
9th "	15%
10th "	10%
11th "	6%
12th "	4%

Length of time out of school before screening interview:

3 months	10%
6 months	15%
1 year	25%
over 1 year	50%

Average test grade level was 3.3 on enrollment.

Previous work experience: Of the enrollees assigned to Oak Glen, about 90 percent had previous work experience of one kind or another. This experience is as follows:

Type of Work:	Unskilled labor	97%
	Semi-skilled	2%
	Clerical and sales	1%

Number of months longest job was held ranged from one week to four years, with the average being close to three months.

Number of months since last job was held before the enrollment screening interview ranged from one week to 22 months, with the average being close to five months.

The average age of enrollees at Oak Glen was 19.2 years.

The number of persons still living in the enrollee's home at the time of his initial screening ranged from 1 to 18 people, and the average number was 6 people.

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* Enrollees' Background Data is based on the enrollee population early in the program. This information is thought to be fairly accurate for the entire program, except that the average age of the enrollees was lower later in the program. A large number of 16 and 17 year olds were enrolled in 1968, and the relative immaturity of these age groups was a major program problem.

JOB CORPS CENTER WORK PROGRAM:

The work program was primarily related to the conservation, preservation, and protection of natural resources. Projects to which corpsmen were assigned were projects to meet real conservation needs rather than just made work. The conservation need in the local area has been established since the original conservation camp was constructed on this site in 1949. In meeting this obligation, the conservation work program was designed to provide vocational work experience for the corpsmen. The corpsmen were assigned to a crew upon completion of the two-week orientation and forestry training period. A crew consisted of about 16 to 18 corpsmen. They were taught positive work habits and how to get along with their fellow men, and corpsmen began to identify themselves with the group or team working toward a common goal. The crew performed assignments under the close and constant teaching supervision of a Division of Forestry work leader.

The corpsmen were taught the safe, proper use, and care of such hand tools as shovels, picks, crosscut saws, axes, brush hooks, Mcleods, and Pulaskis. After the corpsmen became familiar and proficient in the use of these tools, they were taught to service, maintain, and operate power tools, such as cement mixers, chain saws, spray equipment, jack hammers, pneumatic tools, and tool-sharpening equipment. The proficient use and care of all these tools is required to accomplish, in a professional manner, conservation jobs, such as:

1. Tree planting.
2. Insect and disease control in forest trees.
3. Construction and maintenance of fire protection roads.
4. Culvert installation and servicing.
5. Soil erosion control, wattling, water catch basins, diversion ditches, and coffer dams.
6. Forest fire fighting.
7. Forest tree stand improvement.
8. Firebreak and fuelbreak construction and maintenance.
9. Herbicidal spraying of sprouting plants.
10. Spring and water development.
11. Flood control work.
12. Construction and maintenance of riding and hiking trails.
13. Developing public recreation areas.
14. Rescue and salvage operations.

WORK DISTRIBUTION SUMMARY: OAK GLEN JOB CORPS CONSERVATION CENTER

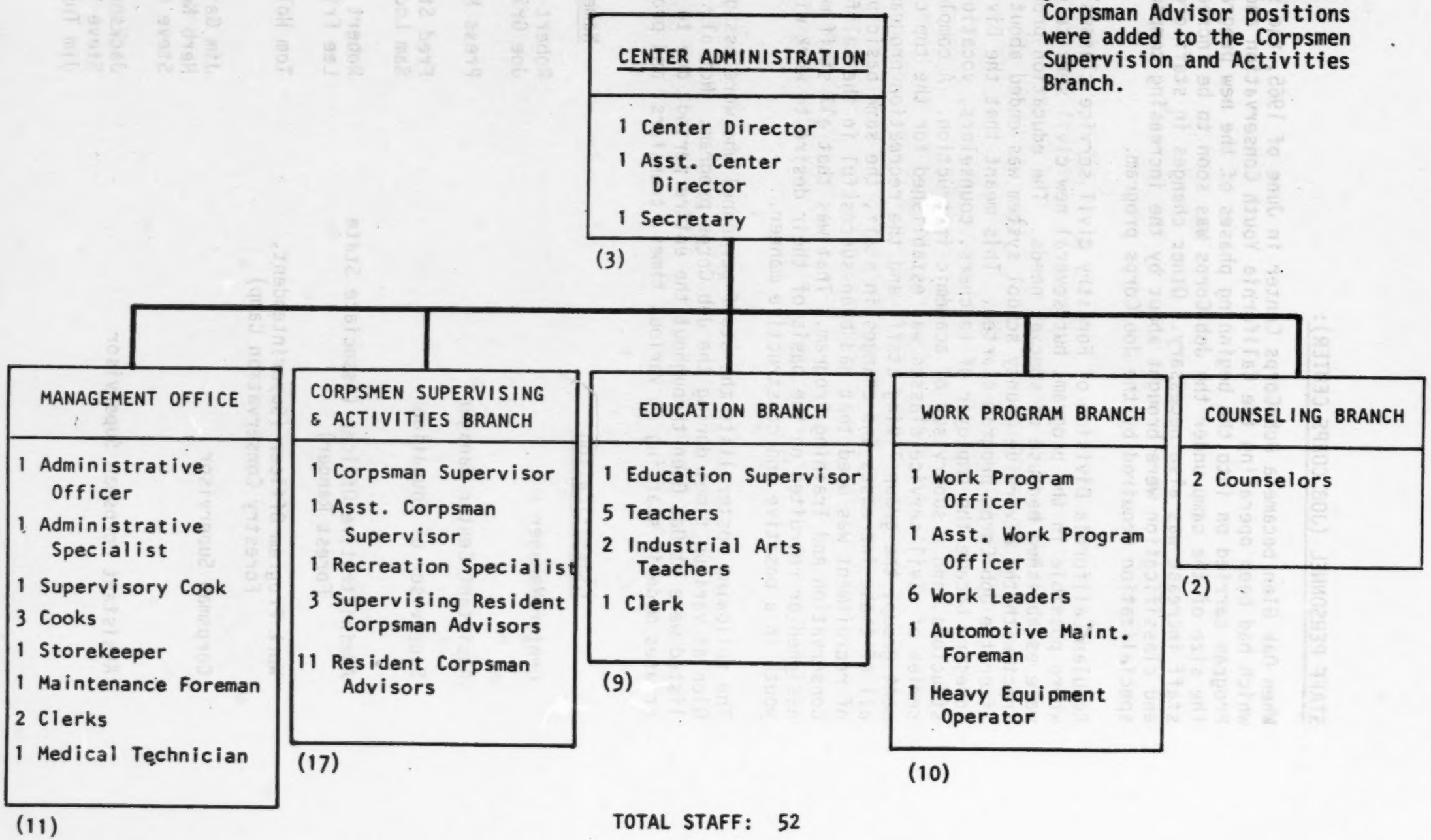
June 1, 1965 through April 30, 1969 (In 8-hour man days.)

Fire line Assignments		9,733
Conservation Projects:		
Hazard Reduction	4,947	
Truck Trails	3,498	
Forestry Facilities Maintenance & Improvement	11,258	
Forest and Watershed Projects	868	
		20,571
Vocational and In-camp Projects:		
Forestry Training	4,110	
Kitchen and Messhall	5,435	
Building Custodial	3,643	
Laundry Operation	2,428	
Clerical	3,113	
Warehouse	1,122	
Grounds Maintenance	785	
Automotive Shop	2,468	
Tool Maintenance	1,191	
Camp Maintenance	4,726	
		29,021
Education Program		47,229

ORGANIZATIONAL CHART
(as of 1967-68 F. Y.)
OAK GLEN JOB CORPS CONSERVATION CENTER

FOR 170-CORPSMAN CAPACITY

NOTE: In the 68-69 fiscal year, three more Resident Corpsman Advisor positions were added to the Corpsmen Supervision and Activities Branch.



TOTAL STAFF: 52

STAFF PERSONNEL (JOB CORPS CENTER):

When Oak Glen became a Job Corps Center in June of 1965, the staff which had been operating the California Youth Conservation and Training Program carried on into the beginning phases of the new program. Since the size of the camp under the Job Corps was soon to be increased, a staff increase was also necessary. Other changes in staff organization and classification were brought about by the increasing complexity and specialization required by the Job Corps program.

Regular California Division of Forestry civil service classes were used where possible in the program, but several new civil service classes were established because of special needs. The education program contract with the Riverside County school system was ended about a year after the Job Corps program started. This meant that the Division of Forestry became the employer of teachers, counselors, vocational instructors, and a supervisor of academic instruction. A completely new series of civil service classes was established for the top camp management group, the group living staff, and the recreation program. Through all of these increases and changes in staff, the same basic philosophy of recruitment was used that had been successful in the California Youth Conservation and Training Program. That was that all staff members were assigned or recruited on the basis of their desire to work with problem youth in a positive and constructive manner.

The following roster lists the staff personnel who were assigned at Oak Glen at various times during the Job Corps program. Not all of those listed were at Oak Glen throughout the entire period, due to the increases made in staffing at various times, transfers, and promotions.

Classification	Names
Center Manager	Robert Green Joe Griggs
Assistant Center Manager	Press Kent
Supervisor of Education	Fred Strait Sam Lockney
Administrative Officer (Associate State Forest Ranger)	Robert Lix Lee Friberg
Work Program Officer (Superintendent, Forestry Conservation Camp)	Tom Holland
Corpsman Supervisor	Jim Gaines Herb Nemeyer Steve Richmond
Assistant Corpsman Supervisor	Jackson Miller Steve Stein Jim Turner

STAFF PERSONNEL: (Cont.)

Classification	Names
Assistant Work Program Officer (Assistant State Forest Ranger)	Bill Boro Steve Stein
Automotive Maintenance Foreman	Howard Price
Academic Teacher	Richard Powell
Academic Teacher	Ed Rutherford Patsy Carter
Academic Teacher	Mac Quates
Academic Teacher	Icie Endsley
Academic Teacher	Art Adams Jack Scott
Instructor in Industrial Arts	Noel Godfrey Harold Campbell
Instructor in Industrial Arts	Bob Thornton
Administrative Specialist (Forestry Foreman II)	Dick Wilkins
Work Leader (Forestry Foreman II)	Tony Molina Del Turner
Work Leader (Forestry Foreman II)	John Loop
Work Leader (Forestry Foreman II)	Robert Caplinger
Work Leader (Forestry Foreman II)	Jerry Newton Jim Sigler
Work Leader (Forestry Foreman II)	Emmett Jones George Dugger
Work Leader (Forestry Foreman II)	Jim Novotny
Recreation Specialist	Herb Price Ed Hedding Bill Pyle
Maintenance Technician (Forestry Foreman II)	Don Streeter
Supervising Resident Corpsman Advisor	Irv Mills Jerry Weaver

STAFF PERSONNEL: (Cont.)

Classification	Names
Supervising Resident Corpsman Advisor	Dave Bradshaw Larry Birge
Supervising Resident Corpsman Advisor	Ted Parker
Counselor	Jack Marlatte Irv Mills
Counselor	Robert Jordan Bill Scott
Heavy Equipment Operator	Jess Hall
Supervising Cook	Boyd MacCallister Paul Arnold
Cook	John Ryan
Cook	Lloyd Bly Charles Price
Cook	Jody Jackson
Resident Youth Worker	Jerry Vosburgh
Resident Youth Worker	Herb Eberhardt Al Ivora
Resident Youth Worker	Neil Logan John Lavell
Resident Youth Worker	Chester Zuttermeister
Resident Youth Worker	Harold Thompson
Resident Youth Worker	Marvin McMains
Resident Youth Worker	Jerry Truax Dave Bergelin
Resident Youth Worker	Oscar Overstreet Robert Manley
Resident Youth Worker	Joe Broderick
Resident Youth Worker	Paul Harris

STAFF PERSONNEL: (Cont.)

Classification	Names
Resident Youth Worker	Gordon Wickham
Resident Youth Worker	Glen Patterson
Resident Youth Worker	Paul Jones
Resident Youth Worker	Bill Dembrowski
Storekeeper	Jerry Weaver Jerry Glover
Medical Technician	Ed Jones
Secretary	Jackie Emrich
Clerk	Jean Calder Irene Miller
Clerk	Marlene Ostdiek Norma Gust
Clerk	Anita Quiroz Geraldine Soulietes

OAK GLEN CAMP CONSTRUCTION

The original (or 1949) camp was valued at about $250,000 and included the following major structures:

60-Man Inmate Barracks
Messhall
Recreation Hall
Auto Shop
Gas and Oil House
Equipment Garage
Warehouse
Staff Barracks-Office (Division of Forestry)
Staff Barracks-Office (Department of Corrections)
Two Residences and Residence Garage

In 1963, several structural additions were made to accommodate the 100-man California Youth Conservation and Training Program. These were:

Addition of two 20-man wings to the inmate barracks to increase capacity to 100, and an addition to the messhall to increase seating space. A number of smaller alterations were also made during the California Youth Conservation and Training Program occupancy of the camp.

In 1965, when the Job Corps program began at Oak Glen, plans were formulated to again increase the camp capacity. It was also necessary to plan other structural additions to accommodate the various specialized aspects of the Job Corps program. Construction of various types was carried on almost continually during the entire period of the Job Corps occupancy of the camp. The major items of this construction are as follows:

New education building with five classrooms, library room, and miscellaneous office and storage rooms.
Addition of dispensary facilities to office building.
Addition of large wing to messhall for increased seating space.
Construction of new laundry building.
Construction of new 50-man barracks.
Addition to office building for increased office space.
Construction of gymnasium.
Replacement of shower and toilet facilities wing of old barracks.

The Job Corps portion of the camp development, including the main items listed above and various minor projects, is valued at about $600,000, and the present value of the entire facility is close to $1,000,000.

ADDITIONAL PUBLICATIONS CONCERNING OAK GLEN

1. FIRST REPORT ON OAK GLEN JOB CORPS CONSERVATION CENTER. (Covers period from June 1, 1965, to June 30, 1966.) Compiled by California Division of Forestry.

2. FINAL REPORT ON CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM. (Covers complete operating period: November 1, 1963, to May 31, 1965.) Compiled by California Division of Forestry.

3. YOUTH CONSERVATION AND TRAINING CORPS. State Senate Fact Finding Committee on Governmental Efficiency hearing of October 5, 1964.

4. OAK GLEN, A TRAINING CAMP FOR UNEMPLOYED YOUTH, U. S. Department of Labor. Manpower/Automation Monograph No. 5. (Probably the most complete analysis of the California Youth Conservation and Training Program.)

5. AN EVALUATION OF THE CONCEPT OF TRAINEE CAMPS FOR UNEMPLOYED YOUTH. By Gertrude D. Peterson, Stanford Research Institute, June 1965.

6. COMPARATIVE REPORT: CALIFORNIA YOUTH CONSERVATION AND TRAINING PROGRAM; JOB CORPS CONSERVATION CENTER PROGRAM. Compiled by California Division of Forestry, pursuant to Senate Concurrent Resolution No. 85 adopted in 1965. Report dated December 1966.

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